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Next Review Date: _____
Auth.: HR 70-3
Date: _____ By: _____

MEMORANDUM FOR: Deputy Director (Plans)  
Deputy Director (Intelligence)  
Assistant Director for Personnel  
Assistant Director for Communications  
Director of Training

SUBJECT : Personnel Ceilings

1. This memorandum is to be viewed as interim guidance in respect to T/O's and ceilings pending a permanent resolution leading to improved and more simple manpower controls as requested by the DCI. Guidance here below is in keeping with fundamentals.

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2. The present situation as to "on duty" strength on an Agency-wide basis, shows about ☐ less than our authorized ceiling and these vacancies are fairly well distributed throughout the Offices of the Agency. Further the net gain in the strength of the Agency during the past 12 months has been practically zero.

Clearly T/O's and ceiling as previously estimated and established are not in sensible relationship.

For an office to advocate increase in its existing ceiling for an upward modification in T/O is to vitiate the usefulness of its existing "money in the bank", and propose a needless and unrealistic exercise.

3. A further important consideration in this matter is Agency policy to keep the over-all personnel strength as low as is consistent with efficient operations. Therefore, continued efforts must be made by major components to find ways and means of offsetting ceiling increases whether drawing from existing "banks" or not.

In light of this policy plus the history of ceiling determinations, the existence of unused and previously allocated ceiling does not automatically carry with it the right to "spend".

4. I am directing the Management Staff to work closely with your offices in order to progressively bring ceiling authorization to the level of a staffing pattern which reflects existing work-burden. This objective contemplates rapid staffing pattern (or T/O) modification to meet upward need or downward change in burden. Also, it follows that ceiling then becomes an automatic concomitant of staffing patterns or

T/O modification. Such change would as here-to-fore be authorized by this office, given appropriate justification.

5. The above briefly described objective (4 above) contemplates not only the flexibility of speed in adjusting T/O's, but also full appropriate utilization of the double-slot device for recruitment processing up to the point of the individual's entry into an authorized working slot.

6. It is heartily desired that your assistance be brought into play that development of more realistic procedures give us simpler, less wasteful and more effective controls.

L. K. WHITE  
Deputy Director  
(Administration)

TRANSMITTAL SLIP		
14 Dec '54 (Date)		
TO: L. K. White		
BUILDING Admin	ROOM NO 226	
REMARKS: L. K. W. 1. Your piece invites to argue with the Indians. Let's you now be the DD/A. 2. A proposed memo different in tone and substance herewith.  WK 14		
FROM: <input type="text"/>		
BUILDING <input type="text"/>	ROOM NO. 137	EXTENSION 724

FORM NO. 36-8  
SEP 1946

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